

How to Succeed With Volunteers-In-Parks

60-Minute Module Series

MOTIVATION

Training Guide

HANDOUTS

**National Park Service
Volunteers-In-Parks Program**



Guide to Handouts

- H-1:** Key Concepts of Motivation
- H-2:** Why do People Volunteer?
- H-3:** Motivational Analysis
- H-4:** Motivational Analysis Key
- H-5:** Qualities of People With Achievement as a Prime Motivator
- H-6:** Qualities of People With Affiliation as a Prime Motivator
- H-7:** Qualities of People with Power /Influence as a Prime Motivator

Key Concepts of Motivation

The purposes of understanding volunteer motivation is to know why people volunteer and to respect and respond to differences in motivational needs

Concept 1

Success in volunteer programs occurs with the simultaneous meeting of the needs of paid staff, the park and the volunteer.

If only the needs of one or two are met, the other(s) may suffer. A balance must be achieved to assure an ongoing and productive partnership.

Concept 2

Many motivational issues and/or problems are rooted in the need to update our understanding of who volunteers and why.

The diverse pool of potential volunteers, as well as their needs, expectations and time availability, are important factors to consider when designing volunteer jobs.

Concept 3

Understanding and appreciating a variety of motivational styles can lead to more effective job placement, supervision and recognition.

The motivational style of most individuals is dominated by either the need to affiliate with others, to achieve specific goals or objectives, or to exercise power or influence over others. By understanding the particular motivational style of individual VIPs, you will be better able to connect them with the right job and the right job experience.

Concept 4

Retention of volunteers is enhanced by recognizing their changing motivational needs.

When motivational needs are met, they may no longer motivate. In other situations, motivational needs simply change. It is important to recognize when these things happen and be responsive.

Why Do People Volunteer?

Understanding a person's motivation for volunteering is key to placing him/her in the right volunteer position. Listed below is a sampling of some of the needs that people can meet when they volunteer for us:

- Be challenged
- Develop new skills and interests
- Earn credit for school
- Improve community
- Impact a cause you care about
- Gain leadership skills
- Make a difference
- Continue to use skills after retiring
- Add variety and spice to life
- Socialize
- Give back to the community/agency
- National Community Service
- Gain experience for a career change
- Meet new people
- Network and PR for business
- Get an insider's look at National Parks
- Escape from life stresses
- Receive recognition
- Have fun
- Donate professional skills
- Gain self-esteem and self-confidence
- Maintain skills while out of job market
- Work off court fines
- Improvement in mental/physical health

Motivational Analysis

Each of the following groups of statements has three choices. Choose the one in each set which most closely fits your own motivations. Remember, there are no wrong answers. Place an "X" before the letter of your choice.

1. a. When doing a job, I seek feedback.
 b. I prefer to work alone and am eager to be my own boss.
 c. I seem to be uncomfortable when forced to work alone.
2. a. I go out of my way to make friends with new people.
 b. I enjoy a good argument.
 c. After starting a task, I am not comfortable until it is completed
3. a. Status symbols are important to me.
 b. I am always getting involved in group projects.
 c. I work better when there is a deadline.
4. a. I work best when there is some challenge involved.
 b. I would rather give orders than take them.
 c. I am sensitive to others - especially when they are mad.
5. a. I am eager to be my own boss.
 b. I accept responsibility eagerly.
 c. I try to get personally involved with my superiors.
6. a. I am uncomfortable when forced to work alone.
 b. I prefer being my own boss, even when others feel a joint effort is required.
 c. When given responsibility, I set measurable standards of high performance.
7. a. I am very concerned about my reputation or position.
 b. I have a desire to out-perform others.
 c. I am concerned with being liked and accepted.

8.
 - a. I enjoy and seek warm, friendly relationships.
 - b. I attempt complete involvement in a project.
 - c. I want my ideas to predominate.
9.
 - a. I desire unique accomplishments
 - b. It concerns me when I am being separated from others.
 - c. I have a need and desire to influence others.
10.
 - a. I think about consoling and helping others.
 - b. I am verbally fluent.
 - c. I am restless and innovative.
11.
 - a. I set goals and think about how to attain them.
 - b. I think about ways to change people.
 - c. I think a lot about my feelings and the feelings of others.

Source Unknown

Motivational Analysis Key

- | | | | | | |
|----|----|-------------|-----|----|-------------|
| 1. | a. | Achievement | 7. | a. | Influence |
| | b. | Influence | | b. | Achievement |
| | c. | Affiliation | | c. | Affiliation |
| 2. | a. | Affiliation | 8. | a. | Affiliation |
| | b. | Influence | | b. | Achievement |
| | c. | Achievement | | c. | Influence |
| 3. | a. | Influence | 9. | a. | Achievement |
| | b. | Affiliation | | b. | Affiliation |
| | c. | Achievement | | c. | Influence |
| 4. | a. | Achievement | 10. | a. | Affiliation |
| | b. | Influence | | b. | Influence |
| | c. | Affiliation | | c. | Achievement |
| 5. | a. | Influence | 11. | a. | Achievement |
| | b. | Achievement | | b. | Influence |
| | c. | Affiliation | | c. | Affiliation |
| 6. | a. | Affiliation | | | |
| | b. | Influence | | | |
| | c. | Achievement | | | |

Qualities of People With Achievement as a Prime Motivator

(Based on Motivation Theory by John Atkinson and David McClelland)

Think about:

- Goals and how to achieve them
- Problems and how to solve them
- Strong performance and success

Strengths:

- Well organized
- Innovative
- Good planner and problem-solver
- Strong initiative

Struggles and Weaknesses:

- Delegation to others
- Process (they can be impatient)
- Valuing relationships and team
- Perfectionism
- Sensitivity
- Risk Taking (only calculated)

Needs:

- Feedback (they don't like to fail)
- Challenge and opportunity to grow
- High standards, unique accomplishments
- Deadlines
- Responsibility
- Checklists (and crossing them off!)

Best Types of Jobs:

- Maintain trails
- Training
- Research
- Board of Directors
- Administration
- Budget
- Develop a site bulletin

Has: A Big Daytimer!

Qualities of People With Affiliation as a Prime Motivator

(Based on Motivation Theory by John Atkinson and David McClelland)

Think About:

- Interpersonal Relationships
- Feelings (theirs and others)
- How they can help

Strengths:

- Good barometers of “climate”
- Team players
- Sensitivity
- Good listeners

Struggles and Weaknesses:

- Over sensitive
- Unaware of time
- Dealing with conflict
- Needing much affirmation
- Being alone or with strangers

Needs:

- To help and be needed
- To be with friendly people
- To feel included, liked
- To be supervised by a “Leader-friend”
- Personal recognition
- Opportunities to express feelings

Best Type of Jobs:

- Visitor Center desks
- Group maintenance activities
- Planning / giving recognition
- Giving guided walks
- Special events

Has: The Biggest address book!

Qualities of People With Power / Influence as a Prime Motivator

(Based on Motivation Theory by John Atkinson and David McClelland)

Think about:

Impact, influence on behalf of others (Social Power)
What's in it for me? Keeping the power I have (Personal Power)
Leadership, prestige, and job status (both kinds of power)

Strengths:

Door Openers
Strategic Thinkers
Fundraising from individuals
Teachers, trainers
Work through hierarchy

Struggles and Weaknesses:

Dominating - possibly intimidating to affiliators
Argumentative
Outspoken
Intimidating (especially to affiliators)

Needs:

Position of leadership and influence
Public recognition
Prestige and job status

Best Types of Jobs:

Advocacy
Policy making
Fundraising
Political Action
Speaker, trainer
Media Representative
Chair Special event task force

Has: Most Impressive Plaque Wall!